

1997 INDEX

TO Quality Progress

Features

Auditing

- Aesop on Quality Systems, Denise E. Robitaille (Dec., p. 21)
Keys to a Successful Internal Audit, John T. Burr (April, p. 75)
The Process Audit: Often Ignored but Never Insignificant, Sudhir Bafna (Dec., p. 37)
The Quality Auditor: Helping Beans Take Root, John R. Hunt (Dec., p. 27)

Customer Satisfaction

- Is Your Satisfaction Survey Creating Dissatisfied Customers? Terry G. Vavra (Dec., p. 51)
A New Twist to a Quality Classic, Michael Sackmary (March, p. 105)
A New Way to Listen to the Customer, Byron J. Finch (May, p. 73)

Directories

- 10th Annual QA/QC Services Directory, Laura Struebing (Aug., p. 29)
Directory of Software for Quality Assurance and Quality Control, Leigh Ann Klaus (April, p. 31)

Education

- 7th Quality in Education Listing, Leigh Ann Klaus (Sept., p. 31)
Customer Feedback From the Classroom, Sharron Walker (March, p. 99)
Does Higher Education Value What It Teaches? Gary Vazzana, Duane Bachman, and John Elfrink (Dec., p. 67)
Implementing Quality One Class at a Time, Abraham Mehrez, G. Jay Weinroth, and Avid Israeli (May, p. 93)
Is This What's Really Going On? Brad Stratton (Jan., p. 74)
Quality Pioneers in Education Provide Immeasurable Value to Students, Pam Culotta and Hope Gonzales (Sept., p. 67)
Using the Baldrige Award Criteria in College Classrooms, Michael Ensby and Farzad Mahmoodi (April, p. 85)

Ethics

- How Ethics Can Improve Business Success, Dean L. Bottorff (Feb., p. 57)

Government

- Can Benchmarking for Best Practices Work for Government? Patricia Keehley and Sue A. MacBride (March, p. 75)
Four More Years of Reinventing Government, Brad Stratton (March, p. 45)

Health Care

- Charting New Territory, Frank Welsh (Feb., p. 63)
Health Care Organizations Can Learn From the Experiences of Others, Nada R. Sanders (Feb., p. 47)
Insights Into Improving Organizational Performance, Christopher Roland, Kate Cronin, Candace Guberman, and Rose Morgan (March, p. 82)

History

- Early SQC: A Historical Supplement, J.M. Juran (Sept., p. 73)

Malcolm Baldrige National Quality Award (MBNQA)

- Achieving Performance Excellence, Mark Blazey (June, p. 61)
The Baldrige Award: One Step in Xerox's Quest for Excellence, Sam M. Malone (June, p. 39)
Conducting an Organizational Self-Assessment Using the 1997 Baldrige Award Criteria, Michael Caravella (Oct., p. 87)
Continuous Improvement: The Key to Future Success, Ann B. Rich (June, p. 33)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Introduction, Harry S. Hertz (June, p. 46)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 1, Leadership, Maryann Brennan (June, p. 51)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 2, Strategic Planning, Vicki L. Spagnol (July, p. 79)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 3, Customer and Market Focus, Richard Y. Chang (Aug., p. 134)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 4, Information and Analysis, Laura Raiman DuPont (Sept., p. 89)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 5, Human Resource Development and Management, James R. Williamson (Oct., p. 92)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 6, Process Management, Roberto M. Saco (Nov., p. 89)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 7, Business Results, Kenneth G. Best (Dec., p. 59)
How Did They Do That? Karen Bemowski (March, p. 37)
Motorola Brings Fairy Tales to Life, Leigh Ann Klaus (June, p. 25)

Management

- Changing Concepts and Management of Quality Worldwide, Armand V. Feigenbaum (Dec., p. 45)
Crocodile or Dinosaur? Richard S. "Chip" Robie (Feb., p. 29)
The Deming View of a Business, Harper A. Roehm and Joseph F. Castellano (Feb., p. 39)
Give Success a Chance, K.N. Anand (March, p. 63)
How to Manage Key Business Processes, Rico Yingling (April, p. 107)
How to Stay Flexible and Elude Fads, Irving DeToro and Thomas McCabe (March, p. 55)
Involve Employees at Every Level of Strategic Planning, Ronald E. Purser and Steven Cabana (May, p. 66)
Involving Temporary Workers in Process Improvement, James J. Lawrence (Feb., p. 75)
It's Time for Quality, John J. Feather (April, p. 113)
Leadership Will Prevail, Michael C. Harris (Sept., p. 83)
Managing Transitions, Diane C. Decker and James A. Belohlav (April, p. 93)
Reengineering and Dumbizing: Mismanagement of the Knowledge Resource, Howard Eisenberg (May, p. 57)

1997 INDEX

TO Quality Progress

Features

Auditing

- Aesop on Quality Systems, Denise E. Robitaille (Dec., p. 21)
Keys to a Successful Internal Audit, John T. Burr (April, p. 75)
The Process Audit: Often Ignored but Never Insignificant, Sudhir Bafna (Dec., p. 37)
The Quality Auditor: Helping Beans Take Root, John R. Hunt (Dec., p. 27)

Customer Satisfaction

- Is Your Satisfaction Survey Creating Dissatisfied Customers? Terry G. Vavra (Dec., p. 51)
A New Twist to a Quality Classic, Michael Sackmary (March, p. 105)
A New Way to Listen to the Customer, Byron J. Finch (May, p. 73)

Directories

- 10th Annual QA/QC Services Directory, Laura Struebing (Aug., p. 29)
Directory of Software for Quality Assurance and Quality Control, Leigh Ann Klaus (April, p. 31)

Education

- 7th Quality in Education Listing, Leigh Ann Klaus (Sept., p. 31)
Customer Feedback From the Classroom, Sharron Walker (March, p. 99)
Does Higher Education Value What It Teaches? Gary Vazzana, Duane Bachman, and John Elfrink (Dec., p. 67)
Implementing Quality One Class at a Time, Abraham Mehrez, G. Jay Weinroth, and Avid Israeli (May, p. 93)
Is This What's Really Going On? Brad Stratton (Jan., p. 74)
Quality Pioneers in Education Provide Immeasurable Value to Students, Pam Culotta and Hope Gonzales (Sept., p. 67)
Using the Baldrige Award Criteria in College Classrooms, Michael Ensby and Farzad Mahmoodi (April, p. 85)

Ethics

- How Ethics Can Improve Business Success, Dean L. Bottorff (Feb., p. 57)

Government

- Can Benchmarking for Best Practices Work for Government? Patricia Keehley and Sue A. MacBride (March, p. 75)
Four More Years of Reinventing Government, Brad Stratton (March, p. 45)

Health Care

- Charting New Territory, Frank Welsh (Feb., p. 63)
Health Care Organizations Can Learn From the Experiences of Others, Nada R. Sanders (Feb., p. 47)
Insights Into Improving Organizational Performance, Christopher Roland, Kate Cronin, Candace Guberman, and Rose Morgan (March, p. 82)

History

- Early SQC: A Historical Supplement, J.M. Juran (Sept., p. 73)

Malcolm Baldrige National Quality Award (MBNQA)

- Achieving Performance Excellence, Mark Blazey (June, p. 61)
The Baldrige Award: One Step in Xerox's Quest for Excellence, Sam M. Malone (June, p. 39)
Conducting an Organizational Self-Assessment Using the 1997 Baldrige Award Criteria, Michael Caravella (Oct., p. 87)
Continuous Improvement: The Key to Future Success, Ann B. Rich (June, p. 33)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Introduction, Harry S. Hertz (June, p. 46)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 1, Leadership, Maryann Brennan (June, p. 51)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 2, Strategic Planning, Vicki L. Spagnol (July, p. 79)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 3, Customer and Market Focus, Richard Y. Chang (Aug., p. 134)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 4, Information and Analysis, Laura Raiman DuPont (Sept., p. 89)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 5, Human Resource Development and Management, James R. Williamson (Oct., p. 92)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 6, Process Management, Roberto M. Saco (Nov., p. 89)
The Criteria: A Looking Glass to Americans' Understanding of Quality, Category 7, Business Results, Kenneth G. Best (Dec., p. 59)
How Did They Do That? Karen Bemowski (March, p. 37)
Motorola Brings Fairy Tales to Life, Leigh Ann Klaus (June, p. 25)

Management

- Changing Concepts and Management of Quality Worldwide, Armand V. Feigenbaum (Dec., p. 45)
Crocodile or Dinosaur? Richard S. "Chip" Robie (Feb., p. 29)
The Deming View of a Business, Harper A. Roehm and Joseph F. Castellano (Feb., p. 39)
Give Success a Chance, K.N. Anand (March, p. 63)
How to Manage Key Business Processes, Rico Yingling (April, p. 107)
How to Stay Flexible and Elude Fads, Irving DeToro and Thomas McCabe (March, p. 55)
Involve Employees at Every Level of Strategic Planning, Ronald E. Purser and Steven Cabana (May, p. 66)
Involving Temporary Workers in Process Improvement, James J. Lawrence (Feb., p. 75)
It's Time for Quality, John J. Feather (April, p. 113)
Leadership Will Prevail, Michael C. Harris (Sept., p. 83)
Managing Transitions, Diane C. Decker and James A. Belohlav (April, p. 93)
Reengineering and Dumbsizing: Mismanagement of the Knowledge Resource, Howard Eisenberg (May, p. 57)

Scientific Method: The Generation of Knowledge and Quality, George Box (Jan., p. 47)
What to Do When All of Your Company's Experts Have Been Downsized, John O. Brown (May, p. 39)
Mitsubishi Seeks to Create a Model U.S. Workplace, Lynn Martin (May, p. 45)

National Quality Month

IBM Canada Holds on to Its Beliefs and Its Future, Leigh Ann Klaus (Oct., p. 37)
TI Has Eye on Alignment, Brad Stratton (Oct., p. 28)

Performance Measurement

Qualicrats and Hypocrites: A Troubling Status Report From the Front, Patrick L. Townsend and Joan E. Gebhardt (Jan., p. 65)

Planning for Quality

Using Quality to Create a Viable Disaster Plan, Charles G. Wood (Jan., p. 59)

Pragmatism

The New Pragmatism: Going Beyond Shewhart and Deming, Michael R. Lovitt (April, p. 99)

Process Improvement

Redefining a Process in 14 Steps, David L. Brown and Margaret S. Lake (May, p. 83)

Quality as a Way of Life

Always Ready to Serve, Walter Zetzche Jaimes (July, p. 61)
Be Prepared With an Affinity Diagram, James A. Alloway Jr. (July, p. 75)
Bringing Quality Home, Marla L. Clark (Oct., p. 64)
Building on Quality, Edward P. Shanshala II (Oct., p. 67)
Communities as Systems, Peter R. Scholtes (July, p. 49)
Continuous Improvement on the Free-Throw Line, Timothy Clark and Andrew Clark (Oct., p. 78)
Creating a Family Mission Statement, Michael Garrett (Oct., p. 57)
Did I Really Improve, or Is It Just Variation? Jeffrey B. Gilbert (Oct., p. 81)
Getting the Most From an Over-the-Hill Body, Mark Gershon (Oct., p. 74)
Goals + Alignment + Love = Success, James A. Tomkins (Oct., p. 52)
Graphic Data Analysis to the Rescue, James A. Alloway Jr. (July, p. 43)
Helping Mom and Dad Select an Assisted-Living Apartment, Jill Phelps Kern (Oct., p. 71)
Helping Those Who Help Others, Madhav N. Sinha (July, p. 37)
Improving Business-Education Relationships, Charles G. Limpert (July, p. 71)
Improving the Quality of Family Life, Laura L. Cook and Jack S. Cook (Oct., p. 47)
More Than Just an Act, Catherine Bloomer and Mary Ellen Druyan (July, p. 67)
Quality as a Way of Life, Brad Stratton (July, p. 28)
Quality as a Way of Life, Part 2, Brad Stratton (Oct., p. 44)
Reengineering Church at the Local Level, John W. Sinn (July, p. 31)
Use PDSA for Crying Out Loud, Kevin Dooley (Oct., p. 60)
What a Wonderful World It Could Be, Dan Schulz (July, p. 55)

Quality Costs

COQ Systems: The Right Stuff, Dean L. Bottorff (March, p. 33)
Integrate Quality Cost Concepts Into Teams' Problem-Solving Efforts, Jim Robison (March, p. 25)

Quality Forum

Quality 1 on 1: A New Game Plan, Laura Struebing (Jan., p. 43)

Quality Profession/Employment

Adopting a New Set of Priorities in the '90s, Jill Phelps Kern with John V. Faricelli (May, p. 51)
Create a Career Vision, W. Brady Boggs (May, p. 33)
Quality Progress' 1997 Salary Survey, Karen Bemowski (Nov., p. 23)

Small Business

Small Businesses Thinking Big, Laura Struebing and Leigh Ann Klaus (Feb., p. 23)

Special Report

Flyer Beware, Debbie Magerowski (Jan., p. 37)
Safety in the Skies, Karen Bemowski (Jan., p. 25)

Standards

12 Rules to Make Your ISO 9000 Documentation Simple and Easy to Use, C.W. Russ Russo (March, p. 51)
Bored With the Same Old Standards Books? C. Michael Taylor (Feb., p. 79)
Integrating ISO 9001 and ISO 14001, Alice B. Beechner and James E. Koch (Feb., p. 33)
Keeping Neat Records of Noncompliance Is Not Quality, Philip B. Crosby (May, p. 79)

Taguchi Methods

Teaching Taguchi's Approach to Parameter Design, Sanjiv Sarin (May, p. 102)

Teamwork

Is Your Organization Spooked by Ghostly Team Performances? Richard S. "Chip" Robie (May, p. 98)
No Team Is an Island, Annemarie Kern (May, p. 110)
Ten Critical Traits of Group Dynamics, Helene F. Uhlfelder (April, p. 69)
Virtual Teams: Today's Reality, Today's Challenge, Jane E. Henry and Meg Hartzler (May, p. 108)
What Game Is Your Team Playing? John Dew and Jane Johnson (April, p. 79)

Tools of Quality

The Four Re's of Total Improvement, Jack L. Huffman (Jan., p. 83)
Cause-And-Effect Diagrams Alone Don't Tell the Whole Story, Ronald E. Turner (Jan., p. 53)
Make Customer Service Analysis a Little Easier With the PGCv Index, Willard C. Hom (March, p. 89)
A New Use for Ishikawa Diagrams, Michael Hermens (June, p. 81)
Solving the Documentation Dilemma, Daniel T. Muse and Richard W. Sherman (Jan., p. 70)
The Value-Added Ratio, Patrick Shannon (March, p. 94)

Total Quality Management

TQM Within FORTUNE 500 Corporations, James R. Lackritz (Feb., p. 69)

Total Quality Organizations

Creating Real-World Value, James Dean Jr. (Nov. p. 85)
From the Classroom to the Boardroom, Garry J. Huyse (Nov., p. 81)
Storytellers, Science, and Continuous Improvement, David B. Luther (Nov., p. 77)

Training

Helping the Learning Disabled Participate in Quality Programs, Boyd E. Owens (March, p. 66)
How to Teach Others to Apply Statistical Thinking, Galen Britz, Don Emerling, Lynn Hare, Roger Hoerl, and Janice Shade (June, p. 67)
Multimedia as a Quality Solution, Anthony Burns (Feb., p. 51)

Book Reviews

Achieving the Competitive Edge: A Practical Guide to World-Class Competition, Harry K. Jackson Jr. and Norman L. Frigon (April, p. 148)

Benchmarking: Theory and Practice, edited by Asbjorn Rolstad (June, p. 113)

The Best on Quality: Targets, Improvements, Systems, edited by John D. Hromi (June, p. 115)

Beyond Reengineering: How the Process-Centered Organization Is Changing Our Work and Our Lives, Michael Hammer (May, p. 155)

- Beyond the Wall of Resistance: Unconventional Strategies That Build Support for Change*, Rick Maurer (March, p. 139)
- Breaking Free: A Prescription for Personal and Organizational Change*, David M. Noer (July, p. 114)
- Building the Invisible Quality Corporation*, Kevin R. Maromonte (May, p. 156)
- Business Decisions, Human Choices: Restoring the Partnerships Between People and Their Organizations*, Lloyd C. Williams (March, p. 139)
- Choice, Chance & Organizational Change*, Clay Carr (Jan., p. 129)
- The Complete Guide to the CQE*, Thomas Pyzdek (Sept., p. 127)
- Confessions of a Management Consultant Turned CEO: A Balanced View of Leadership*, Anita C. Simonton (Aug., p. 173)
- Corporate Tides*, Robert Fritz (Aug., p. 173)
- Creativity, Innovation, and Quality*, Paul E. Plsek (Dec., p. 100)
- Design and Management of Service Processes: Keeping Customers for Life*, Rohit Ramaswamy (April, p. 148)
- The Development Factory: Unlocking the Potential of Process Innovation*, Gary Pisano (May, p. 156)
- The Drama of Leadership: Artists, Craftsmen and Technocrats and the Power Struggle That Shapes Organizations and Societies*, Patricia Pitcher (Oct., p. 140)
- Earned Value Project Management*, Quentin W. Fleming and Joel M. Koppelman (Aug., p. 174)
- Effective Project Management Through Applied Cost and Schedule Control*, edited by James A. Bent and Kenneth K. Humphreys (March, p. 139)
- The Eleventh Commandment: Transforming to Own Customers*, Sandra Vandermerwe (Dec., p. 100)
- Empowering Employees Through Basic Skills Training*, Marcia Weaver (May, p. 157)
- Essentials of Project and Systems Engineering Management*, Howard Eisner (July, p. 114)
- The FDA and Worldwide Quality System Requirements for Medical Devices*, Kimberly A. Trautman (Aug., p. 174)
- From the Ground Up: Six Principles for Building the New Logic Corporation*, Edward E. Lawler (June, p. 116)
- The Fundamentals of Quality Management*, Dennis F. Kehoe (Aug., p. 174)
- Gemba Kaizen, The Common-Sense Approach to Business Management*, Masaaki Imai (Nov., p. 123)
- Genetic Algorithms and Engineering Design*, Mitsuo Gen and Runwei Cheng (Nov., p. 123)
- Goldratt's Theory of Constraints: A Systems Approach to Continuous Improvement*, H. William Dettmer (March, p. 140)
- How to Fail an FDA Quality Audit*, Mort Levin (May, p. 156)
- Igniting Innovation: Inspiring Organizations by Managing Creativity*, Karl Lampikoski and Jack E. Ernden (Oct., p. 140)
- Improving Student Learning: Applying Deming's Quality Principles in Classrooms*, Lee Jenkins (Dec., p. 100)
- Inside ISO 14000: The Competitive Advantage of Environmental Management*, Don Sayre (Jan., p. 129)
- International Standards Desk Reference: Your Passport to World Markets*, Amy Zuckerman (March, p. 140)
- ISO 9000 Quality Registration: Step by Step*, F. P. Dobb (Nov., p. 125)
- ISO 9000 Quality System Assessment Handbook*, David Hoyle (Nov., p. 125)
- ISO 14000: Issues and Implementation Guidelines for Responsible Environmental Management*, James L. Lamprecht (Oct., p. 140)
- ISO 14001 Implementation Guide: Creating an Integrated Management System*, Suzanne L. Jackson (Sept., p. 127)
- Japan's Technical Standards: Implications for Global Trade and Competitiveness*, John R. McIntyre (Oct., p. 141)
- Keeping Teams on Track: What to Do When the Going Gets Rough*, Linda Moran, Ed Musselwhite, and John H. Zenger (July, p. 115)
- Making the Numbers Count: The Accountant as a Change Agent on the World Class Team*, Brian H. Maskell (Jan., p. 129)
- Managing the Information Ecology: A Collaborative Approach to Information Technology Management*, Bruce W. Hasenyager (Nov., p. 126)
- Manufacturing Process Design and Optimization*, Robert F. Rhyder (Dec., p. 100)
- Measuring and Managing Customer Satisfaction: Going for the Gold*, Sheila Kessler (April, p. 149)
- Meet the Registrar: Firsthand Accounts of ISO 9000 Success from the Registration Source*, C. Michael Taylor (Nov., p. 126)
- A Nation Reconstructed: A Quest for the Cities That Can Be*, Roger Hart and Sheryl Cooley (Nov., p. 126)
- The New Philosophy for K-12 Education: A Deming Framework for Transforming America's Schools*, James F. Leonard (Feb., p. 134)
- Preventing and Handling Product Liability*, Randall L. Goodden (July, p. 117)
- Process Redesign: The Implementation Guide for Managers*, Arthur R. Tenner and Irving J. DeToro (Aug., p. 174)
- Product Development Planning for Health Care Products Regulated by the FDA*, Elaine Whitmore (Dec., p. 101)
- Profiting for People, By People: The New Management Paragon for the 21st Century*, Anthony A. Garbowski (Jan., p. 129)
- Project Management in Manufacturing and High Technology Operations*, 2nd edition, Adedede Badiru (Feb., p. 134)
- QS-9000 Answer Book: 101 Questions and Answers About the Automotive Quality System Standard*, Rob Kantner (Oct., p. 142)
- QS-9000 Implementation and Registration*, Gurmeet Naroola (June, p. 116)
- Quality*, Donna C.S. Summers (Aug., p. 175)
- The Quality Audit Handbook*, ASQ Audit Division (Nov., p. 127)
- Quality Practices and the Law*, Harold L. Federow (Oct., p. 141)
- Reengineering the Manufacturing System: Applying the Theory of Constraints*, Robert E. Stein (May, p. 156)
- Robust Design and Analysis for Quality Engineering*, Sung H. Park (Dec., p. 101)
- The Robust Organization: Transforming Your Company Using Adaptive Design*, William A. Stimson (Feb., p. 134)
- Safety Management and ISO 9000: A Guide to Alignment and Integration*, Robert J. Kozak and George Kraficm (Oct., p. 142)
- Sales Process Engineering: A Personal Workshop*, Paul H. Selden (Sept., p. 129)
- Signal Processing for Industrial Diagnostics*, T.M. Romberg, J.L. Black, and T.J. Ledwidge (Sept., p. 129)
- Statistical Applications in Process Control*, edited by J. Bert Keats and Douglas C. Montgomery (Jan., p. 130)
- Statistical Quality Control for the Food Industry*, 2nd edition, Merton R. Hubbard (July, p. 115)
- Statistics for Management*, B.J. Mandel and Robert E. Laessig (Jan., p. 131)
- Statistics of Quality*, Subir Ghosh, William R. Schucany, and William B. Smith (Sept., p. 133)
- Stepping Up to ISO 14000: Integrating Environmental Quality With ISO 9000 and TQM*, Subhash C. Puri (April, p. 149)
- Teaming Up for Excellence*, Robert V. Armstrong (Oct., p. 143)
- Team Players and Teamwork*, Glenn M. Parker (Jan., p. 131)
- Teams in Government: A Handbook for Team-Based Organizations*, Jerry W. Koehler and Joseph M. Pankowski (Feb., p. 134)
- Team Traps: Survival Stories and Lessons from Team Disasters, Near Misses, Mishaps, and Other Near-Death Experiences*, Steven R. Rayner (May, p. 157)
- Technical Manager's Handbook: A Survival Guide*, Melvin Silverman (April, p. 150)
- Total Quality and Organization Development*, William M. Lindsay and Joseph A. Petrick (April, p. 150)
- Total Quality in Information Systems and Technology*, Jack Woodall, Deborah K. Rebuck, and Frank Voehl (Feb., p. 134)
- Total Quality Management: An Introductory Text*, Paul James (Feb., p. 135)
- Transitioning to Agility: Creating the 21st Century Enterprise*, Alvin O. Gunnerson (July, p. 117)
- Understanding and Applying Value-Added Assessment: Eliminating Business Process Waste*, William E. Trischler (June, p. 116)
- Using Designed Experiments to Shrink Health Care Cost*, M. Daniel Sloan (March, p. 142)
- Visualizing Project Management*, Kevin Forsberg and Hal Mooz (Feb., p. 135)
- Wide-Angle Vision: Beat Your Competition by Focusing on Fringe Competitors, Lost Customers, and Rogue Employees*, Wayne Burkan (June, p. 117)
- The World's Greatest Project: One Project Team on the Path to Quality*, Russell W. Darnall (July, p. 115)

Cyberquality (column by Jim Clauson)

Finding the Quality Needle in the Internet Haystack (Jan., p. 113)
How to Improve Web-Based Quality Searches (May, p. 129)
Downloading Quality Software From the Web (July, p. 101)
Quality-in-Education Information Available on the Web (Sept., p. 109)
Cyberquality Resources: Tools and Tutorials (Nov., p. 112)

Editorial Comment (column by Brad Stratton)

Quality's Role in the New Basic Skills (Jan., p. 5)
One More Way to Find a Job (Feb., p. 5)
Brewing Up Success (March, p. 5)
The Latest From the Man of Kaizen (April, p. 5)
GE, Customer Satisfaction, and Cellular Phones (May, p. 5)
More About Job Searching on the Internet (May, p. 5)
Is There an Ultimate Measurement? (July, p. 5)
What and How to Write for *Quality Progress* (Aug., p. 5)
A Terrific Book; A Compatriot I Will Miss (Sept., p. 5)
Managing Diseases Without the "Q" Word (Oct., p. 5)
How and Why to Make Workplaces Safer (Nov., p. 5)
Buying Customer Loyalty; Goodbye Debbie (Dec., p. 5)

News (compiled by Laura Struebing, 1/97-10/97; Leigh Ann Klaus, 11/97-12/97)

January

ASQC/IIH Teams Are Making a Difference, Karen Bemowski (p. 12)
10 Tips to Increase Customer Loyalty (p. 15)
Model Aims to Improve Supply-Chain Management (p. 15)
Better Communication With Suppliers Can Save \$2 Billion Per Year (p. 15)
Quality Web Watch (p. 16)

February

U.S. Workers Rank Among the World's Most Committed (p. 13)
New ASQC Governance Structure Proposed (p. 13)
National Experts Launch Community Quality Project (p. 14)
Three Methods for Selecting Team Leaders (p. 14)
Manufacturers Have New Resource for Information Technology Needs (p. 15)
America's Inventory Levels Are Still Too High (p. 15)
Quality Web Watch (p. 16)

March

Company Helps Computer Game Manufacturers Meet Customer Needs (p. 13)
Members to Vote on New Name for ASQC (p. 13)
USC Develops Framework for Benchmarking Telecommunications Operations (p. 14)
Auditing Group Establishes Control Self-Assurance Center (p. 14)
Survey Finds Increased Investment in Call Centers (p. 14)
1996 Deming Prize Winners (p. 17)
Health Care Industry Study Reveals \$11 Billion in Potential Savings (p. 17)
Simply Satisfying Customers Is Not Enough (p. 18)
Quality Web Watch (p. 19)

April

Year 2000: It's Sooner Than You Think (p. 15)
Health Care and Education MBNQAs May Be Awarded in 1998 (p. 15)
Kaizen Pays Off for Manufacturers (p. 16)
Index Will Evaluate Quality on an International Level (p. 16)
Aetna Announces \$15 Million Quality Care Research Fund (p. 16)
Survey to Collect Feedback About How Manufacturing Education Is Provided (p. 18)
Complexity Offers New Challenges to Vehicle Industry Relationships (p. 19)

Arthur Andersen Surveys Manufacturers on Business Risk Issues (p. 19)
Quality Web Watch (p. 20)

May

Information Problems Persist in Spite of Technology Developments (p. 12)
Baldrige Index a Winner for Third Year (p. 12)
Index Predicts 35% Growth in Outsourcing (p. 12)
Free Assessments for Small Manufacturers (p. 14)
Customer Leadership Programs Can Be Critical to Long-Term Success (p. 14)
1998 Baldrige Award Calendar Shift (p. 17)
Service Helps Gather Information About Web Site Customers (p. 17)
Quality Web Watch (p. 17)

June

One Step Back, Two Steps Forward (p. 14)
Internet-Based Research Breaks Through Barriers of Language and Time (p. 17)
Poll Reveals How Customer Feedback Is Gathered (p. 17)
Energy-Industry Partnership Saves \$30 Million and Thousands of Hours (p. 17)
Box Named Honorary Member (p. 18)
U.S. Senate Uses Gainsharing to Save Money (p. 18)
Study Finds Best Practices for Customer Call Centers (p. 18)
Quality Web Watch (p. 20)

July

How to Rejuvenate a Tired Team (p. 17)
Members Vote in Favor of Name Change and New Bylaws (p. 17)
Companies Need to Improve Supply-Chain Performance to Be Competitive (p. 19)
26 Companies Apply for 1997 Baldrige Award (p. 19)
ASQ Net Available Free to All Members (p. 19)
Seven in 10 Manufacturers Use Internet to Communicate With Customers (p. 20)
Quality Web Watch (p. 20)

August

Employees Use Only Half Their Brainpower at Work (p. 17)
Experts Link Customer Satisfaction Decline to Downsizing (p. 17)
Recipe for Success: Prepare a Business Plan (p. 20)
Survey Reveals 94% Are Satisfied With Their VARs (p. 22)
Gaps in Manufacturing Education Are Determined (p. 22)
Health Care and Business Collaborate on Improvements (p. 23)
Funds Needed for Health Care and Education Awards (p. 23)
Quality Web Watch (p. 23)

September

Suppliers Team With Chrysler for \$1.2 Billion in Cost Savings (p. 14)
Quality Award Organizers From Around the World Meet to Share Information (p. 16)
ASQ Testifies on TQM in Government (p. 17)
ASQ Testifies on TEAM Act (p. 20)
Quality Forum XIII Satellite Agenda (p. 21)

October

Pulte Builds in Quality (p. 17)
ASTD Recommends Continuous Learning Policy (p. 17)
Help for Job Hunters (p. 19)
Honda of America Launches Computerized Quality Assurance Training (p. 19)
Tips on Setting and Monitoring Quality Standards in a Service Business (p. 20)
Users Receive Round-the-Clock Support With Incident-Based Cards (p. 20)
Success Stories Show MEP Is Valuable to Small Businesses (p. 20)
Program Evaluates the Quality of Managed Care Organizations (p. 21)

November

People to People International Sends Quality Delegation to China (p. 12)
1997 MBNQA Winners Announced (p. 12)
Small Companies Finish First (p. 12)
Benchmarking Still a Useful Quality Tool (p. 13)
Work-Life Programs Help Reduce Employee Absenteeism (p. 13)
ASQ Quality Management Division Establishes Scholarship Program (p. 13)
Call for Memories (p. 14)
ASQ Announces Certification Exam Schedule (p. 14)
ASQ Offers New Insurance Program to Members (p. 14)
Quality Web Watch (p. 14)

December

Tackling Resistance to Change (p. 12)
ASQ Study Reveals Employees Know Their Customers (p. 12)
Cal State QA Master's Program Enrollment Quintuples Since 1996 (p. 14)
General Securities TQM Fund Receives National Attention (p. 14)
NIST to Continue CMC Funding (p. 16)
Feigenbaum Award Established (p. 16)
Quality Web Watch (p. 16)

One Good Idea

The ISO 9000 Documentation Bike Ride, Christopher J. Cremer (Jan., p. 144)
How to Develop a More Effective Audit Checklist, Robert W. Brown (Feb., p. 144)
How to Avoid Creating the Dreaded "Big Honkin' Binder," Richard Balano (March, p. 152)
Quality Cliches: How to Use Trite Statements to Leverage Quality Efforts (April, p. 160)
ISO 9000 Documentation: On-Line or On Paper? Ron Clarkin and Ken Dow (May, p. 168)
Building Bridges: How the Power of the Pen Can Drive Quality Improvement, J. Ansley Houston and J. Truman White (June, p. 128)
Increase Employee Buy-In With Facilitated Flowcharting, Michael H. Ensbj (July, p. 128)
The More, the Merrier—and the More Effective, Thomas J. Warling (Aug., p. 184)
The DOX Decision Tree, Woody Santy (Sept., p. 144)
Here's a PIP of an Improvement Plan, Gerry Fay (Oct., p. 152)
Our Magnificent Obsession With Measurements, Dennis Grahn (Nov., p. 136)
On the Road to ISO 9000, Cheryl L. DeMeuse and Carol L. Jamroz (Dec. p. 112)

Standards (compiled by Laura Struebing 1/97-10/97; Susan Daniels 11/97-12/97)

January

ISO 9000 and QS-9000 Registration Issues Heat Up Work World, Amy Zuckerman (p. 18)
New European Policy Deemphasizes ISO 9000 and Emphasizes Quality (p. 19)
Five Tips on Auditing (p. 22)

February

Changes to ISO 9000 in the Year 2000 (p. 19)
EMS Members Named to RAB Board (p. 19)
Directory of U.S. Standards Activities Now Available (p. 20)

March

Uncertain Future for Management System Standards (p. 21)
ISO 14000 Newsletter Available (p. 23)

April

First EMS Lead Auditor Courses Accredited (p. 23)
Plan to Coordinate U.S. Standards Available On-Line (p. 23)
ISO 14000 Programs Accepting Applications (p. 25)
RAB Accepts EARA, IRCA EMS Courses (p. 25)
EAR/IIA ISO 14000 Auditor Certification Program Coming Soon (p. 27)
EMS President Joins RAB Staff (p. 29)

May

International Accreditation Forum on the Move, Amy Zuckerman (p. 23)
First ISO 14001 Registrars Earn Accreditation (p. 26)
IATCA Extends Transfer Deadline (p. 26)

June

National Resource for Global Standards Launched (p. 22)
Quality Standard for Education and Training Now Available (p. 22)
Updated NVLAP Directory Now Available (p. 22)
QMI, Coopers & Lybrand Form Alliance to Provide Audit Services (p. 23)
Collaboration Under Way for Construction Materials (p. 23)

July

St. Louis Conference Focuses on Standard and Government Regulation Dance, Amy Zuckerman (p. 22)
ISO 14000 Registrars Ready to Serve U.S. Industry (p. 24)

August

ISO 14001 Auditors Find Value in RAB Certification (p. 25)
U.S. Delegation and ASEAN Meet to Explore Standards-Related Opportunities (p. 25)
IRCA Launches EMS Auditor Registration Scheme (p. 26)
Brochure Helps U.S. Obtain CE Mark (p. 26)

September

CE Marking Problem on the Rise, Amy Zuckerman (p. 22)

October

ISO 9000 Quality Audit and the Year 2000, Chris Hawkins (p. 25)
Medical Device Makers Race to Meet EU Deadline (p. 26)
A Guide to the Conformity Assessment Maze (p. 27)
BABT/EN ISO 9000 Certification Now Available Via BABT (p. 27)

November

Textile Trade Group Offers Standards Involvement Model, Amy Zuckerman (p. 19)
Pacific Laboratory Accreditation Program Promotes Trade (p. 21)
Lab Accreditation Council Interim Board Named (p. 21)

December

U.S. Service Companies Slow in Attaining ISO Registration (p. 18)
RAB Announces New Telephone Numbers (p. 18)
NIST Reports FQA Moving to Implementation (p. 18)
Manufacturing Skill Standards Coalition Begins Work (p. 19)
IEEE Forms Software Customer Satisfaction Planning Group (p. 19)

Statistics Corner (column by Bert Gunter)

To Zero or Not to Zero—And That Is Not the Only Question (Feb., p. 95)
Small Multiples Part 1: Revisiting an Old Friend (April, p. 129)
Small Multiples Part 2: Preparing Effective Layouts (June, p. 97)
Tree-Based Classification and Regression Part 1: Background and fundamentals (Aug., p. 159)
Tree-Based Classification and Regression Part 2: Assessing classification performance (Dec., p. 83)

Authors

Alloway, James A. Jr. (Quality as a Way of Life)
Arnand, K.N. (Management)

- Bachman, Duane (Education)
 Bafna, Sudhir (Auditing)
 Beechner, Alice B. (Standards)
 Belohlav, James A. (Management)
 Bemowski, Karen (MBNQA, Quality Profession/Employment, Special Report)
 Best, Kenneth G. (MBQNA)
 Blaze, Mark (MBQNA)
 Bloomer, Catherine (Quality as a Way of Life)
 Boggs, W. Brady (Quality Profession/Employment)
 Bottorff, Dean L. (Management, Quality Costs, Tools of Quality)
 Box, George (Management)
 Britz, Galen (Training)
 Brown, David L. (Process Improvement)
 Brown, John O. (Management)
 Burns, Anthony (Training)
 Burr, John T. (Auditing)
 Cabana, Steven (Management)
 Caravella, Michael (MBQNA)
 Castellano, Joseph F. (Management)
 Chang, Richard Y. (MBQNA)
 Clark, Andrew (Quality as a Way of Life)
 Clark, Marla (Quality as a Way of Life)
 Clark, Timothy (Quality as a Way of Life)
 Cook, Jack S. (Quality as a Way of Life)
 Cook, Laura L. (Quality as a Way of Life)
 Cronin, Kate (Health Care)
 Crosby, Philip B. (Management)
 Culotta, Pam (Education)
 Dean, James Jr. (Total Quality Organizations)
 Decker, Diane C. (Management)
 DeToro, Irving (Management)
 Dew, John (Teamwork)
 Dooley, Kevin (Quality as a Way of Life)
 Druyan, Mary Ellen (Quality as a Way of Life)
 DuPont, Laura Raiman (MBQNA)
 Eisenberg, Howard (Management)
 Elfrink, John (Education)
 Emerling, Don (Training)
 Ensby, Michael (Education)
 Faricelli, John V. (Quality Profession/Employment)
 Feather, John J. (Management)
 Feigenbaum, Armand V. (Management)
 Finch, Byron J. (Management)
 Garrett, Michael (Quality as a Way of Life)
 Gebhardt, Joan E. (Performance Measurement)
 Gershon, Mark (Quality as a Way of Life)
 Gilbert, Jeffrey B. (Quality as a Way of Life)
 Gonzales, Hope (Education)
 Guberman, Candace (Health Care)
 Hare, Lynn (Training)
 Harris, Michael C. (Management)
 Hartzler, Meg (Teamwork)
 Henry, Jane E. (Teamwork)
 Hermens, Michael (Tools of Quality)
 Hertz, Harry S. (MBQNA)
 Hoerl, Roger (Training)
 Horn, Willard C. (Tools of Quality)
 Huffman, Jack L. (Tools of Quality)
 Hunt, John R. (Auditing)
 Huyse, Garry J. (Total Quality Organizations)
 Israeli, Aavid (Education)
 Jaimes, Walter Zetzche (Quality as a Way of Life)
 Johnson, Jane (Teamwork)
 Juran, J.M. (History)
 Keehley, Patricia (Government)
 Kern, Annemarie (Teamwork)
 Kern, Jill Phelps (Quality as a Way of Life, Quality Profession/Employment)
 Klaus, Leigh Ann (Directories, Education, MBQNA, National Quality Month, Small Business)
 Koch, James E. (Standards)
 Lackritz, James R. (TQM)
 Lake, Margaret S. (Process Improvement)
 Lawrence, James J. (Management)
 Limpert, Charles G. (Quality as a Way of Life)
 Lovitt, Michael R. (Pragmatism)
 Luther, David B. (Total Quality Organizations)
 MacBride, Sue A. (Education)
 Magerowski, Debbie (Special Report)
 Mahmoodi, Farzad (Education)
 Malone, Sam M. (MBQNA)
 Martin, Lynn (Management)
 McCabe, Thomas (Management)
 Mehrez, Abraham (Education)
 Morgan, Rose (Health Care)
 Muse, Daniel T. (Tools of Quality)
 Owens, Boyd E. (Training)
 Purser, Ronald E. (Management)
 Rich, Ann B. (MBNQA)
 Robie, Richard S. "Chip" (Management, Teamwork)
 Robison, Jim (Quality Costs)
 Robitaille, Denise E. (Auditing)
 Roehm, Harper A. (Management)
 Roland, Christopher (Health Care)
 Russo, C.W. Russ (Standards)
 Sackmar, Michael (Customer Satisfaction)
 Saco, Roberto M. (MBQNA)
 Sanders, Nada R. (Health Care)
 Sarin, Sanjov (Taguchi Methods)
 Sattler, James M. II (Customer Satisfaction)
 Scholtes, Peter R. (Quality as a Way of Life)
 Schulz, Dan (Quality as a Way of Life)
 Shade, Janice (Training)
 Shannon, Patrick (Tools of Quality)
 Shanshala, Edward P. II (Quality as a Way of Life)
 Sherman, Richard W. (Tools of Quality)
 Sinha, Madhav N. (Quality as a Way of Life)
 Sinn, John W. (Quality as a Way of Life)
 Spagnol, Vicki L. (MBQNA)
 Stratton, Brad (Education, Government, National Quality Month, Quality as a Way of Life)
 Struebing, Laura (Directories, Small Business)
 Taylor, C. Michael (Standards)
 Tomkins, James A. (Quality as a Way of Life)
 Townsend, Patrick L. (Performance Measurement)
 Turner, Ronald E. (Tools of Quality)
 Uhlfelder, Helene F. (Teamwork)
 Vavra, Terry G. (Customer Satisfaction)
 Vazzana, Gary (Education)
 Walker, Sharron (Education)
 Weinoth, G. Jay (Education)
 Welsh, Frank (Health Care)
 Williamson, James R. (MBQNA)
 Wood, Charles G. (Planning for Quality)
 Yingling, Rico (Management)